



# ***“Gold At The End Of The Rainbow!”***

## **Transitioning an Asset Management Program to MAXIMO®**

2004 Facilities and Asset Management Conference  
*“Stewardship of Federal Assets – United Commitment to Excellence”*  
Orlando Florida  
May 4-6, 2004

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Deputy Project Manager, Land and Resources Project Office  
Bureau of Land Management





# BLM Asset Management

- 262 Million Acres of Surface
- ~ 900 Maintenance Personnel
- Assets
  - ▶ 82,000 miles of Roads
  - ▶ 2,100 Recreation Sites
  - ▶ 700 Administrative Sites
  - ▶ 800 Dams
  - ▶ 900 Bridges





# **BLM *Stewardship Strategy***

- Stewardship Strategy provides consistent & integrated plan
- Satisfy Bureau, Departmental, and OMB requirements
- Facility Asset Management System (MAXIMO®) provides the *platform* for the BLM's Asset Management Program

***Reasonable, Consistent, and Auditable***







# 8 Simple Rules for Successful MAXIMO Implementation





# WHAT & HOW







# Rule #1 *Defining the Scope*

- Subject Matter Experts define the “**WHAT**”
- IT Professionals decide “**HOW**”
- Subject Matter Experts **DO NOT** make technical decisions  
IT experts **DO NOT** make business decisions





# Rule #1 *Defining the Scope*

- **Challenge**

- ▶ SME availability
- ▶ IT Project Schedule tracked by OMB
- ▶ Business culture takes time to change



- **Tip**

- ▶ Service Level Agreement (SLA) defines roles and responsibilities





**PART I: CAPITAL ASSET PLAN AND BUSINESS CASE (All Assets)**

**Facility Information**

Agency: **BUREAU OF LAND MANAGEMENT**

Division: **ADMINISTRATIVE**

Facility Name: **ADMINISTRATIVE BUILDING**

Location: **BLM**

Account Number: **10000000**

Project Number: **10000000**

Project Name: **ADMINISTRATIVE BUILDING**

Project Description: **ADMINISTRATIVE BUILDING**

Project Justification: **ADMINISTRATIVE BUILDING**

Project Impact: **ADMINISTRATIVE BUILDING**

Project Cost: **ADMINISTRATIVE BUILDING**

Project Status: **ADMINISTRATIVE BUILDING**

Project Owner: **ADMINISTRATIVE BUILDING**

Project Manager: **ADMINISTRATIVE BUILDING**

Project Sponsor: **ADMINISTRATIVE BUILDING**

Project Stakeholders: **ADMINISTRATIVE BUILDING**

Project Risks: **ADMINISTRATIVE BUILDING**

Project Benefits: **ADMINISTRATIVE BUILDING**

Project Metrics: **ADMINISTRATIVE BUILDING**

Project Summary: **ADMINISTRATIVE BUILDING**

Project Conclusion: **ADMINISTRATIVE BUILDING**



## FACILITY ASSETS MANAGEMENT SYSTEM (FAMS) IMPLEMENTATION PROJECT MANAGEMENT PLAN

NO.	ITEM	DESCRIPTION	STATUS	DATE	ASSIGNED TO	COMPLETION DATE
1	1	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
2	2	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
3	3	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
4	4	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
5	5	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
6	6	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
7	7	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
8	8	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
9	9	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
10	10	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
11	11	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
12	12	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
13	13	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
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15	15	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
16	16	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
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33	33	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
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38	38	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
39	39	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003
40	40	ADMINISTRATIVE BUILDING	PLANNING	10/1/2003	ADMINISTRATIVE BUILDING	10/1/2003

# STRUCTURED PROCESS

## FACILITY ASSETS MANAGEMENT SYSTEM

## SOFTWARE REQUIREMENTS SPECIFICATION

JANUARY 13, 2003  
FAMS-SEL 1-001-V01.00-200-0112003

UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT



## FACILITY ASSETS MANAGEMENT SYSTEM SOFTWARE DESIGN DOCUMENT

MAY 12, 2003  
FAMS-SEL 1-001-V01.00-200-0112003 DE-011

UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT  
LAND AND WATER CONSERVATION  
DIVISION  
DENVER, COLORADO







## Rule #2 *Structured Process*

- Follow a structured process and stick to it:
  - ▶ Planning
  - ▶ Business Process Redesign
  - ▶ Analysis
  - ▶ Design
  - ▶ Development
  - ▶ Deployment





## Rule #2 *Structured Process*

- **Challenge**

- ▶ Schedule compression

- **Tip**

- ▶ Economies of scale
  - ✦ Standardize documentation templates
  - ✦ Standard COTS for common requirements
  - ✦ Reusable code
  - ✦ Specialized skills

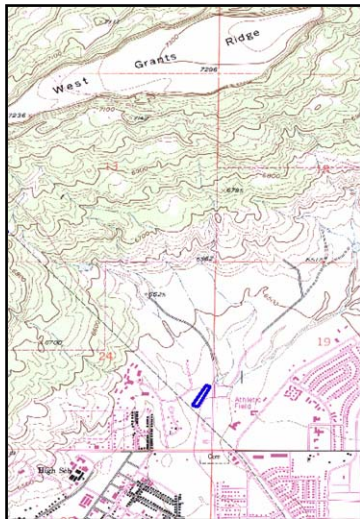






# DATA

## 7.5' Quadrangle Maps



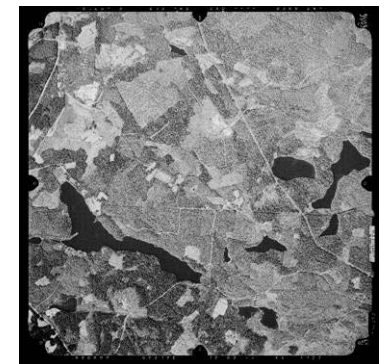
## Portable Devices



## Geographic Information System



## Aerial Photos







# **Rule #3 *Data Quality / Conversion***

- **Data Analysis based on Data Profiling**

- ▶ Users don't always know and understand their data
- ▶ Artifacts of previous implementations and/or data collection efforts

- **Business Rule Analysis**

- ▶ Statutes, Regulatory
- ▶ Manuals, Handbooks





# Rule #3 *Data Quality / Conversion*

## ● Challenge

- ▶ “Ownership” of data by user community
- ▶ Multiple legacy systems
- ▶ Conversion of non-standard data

## ● Tip

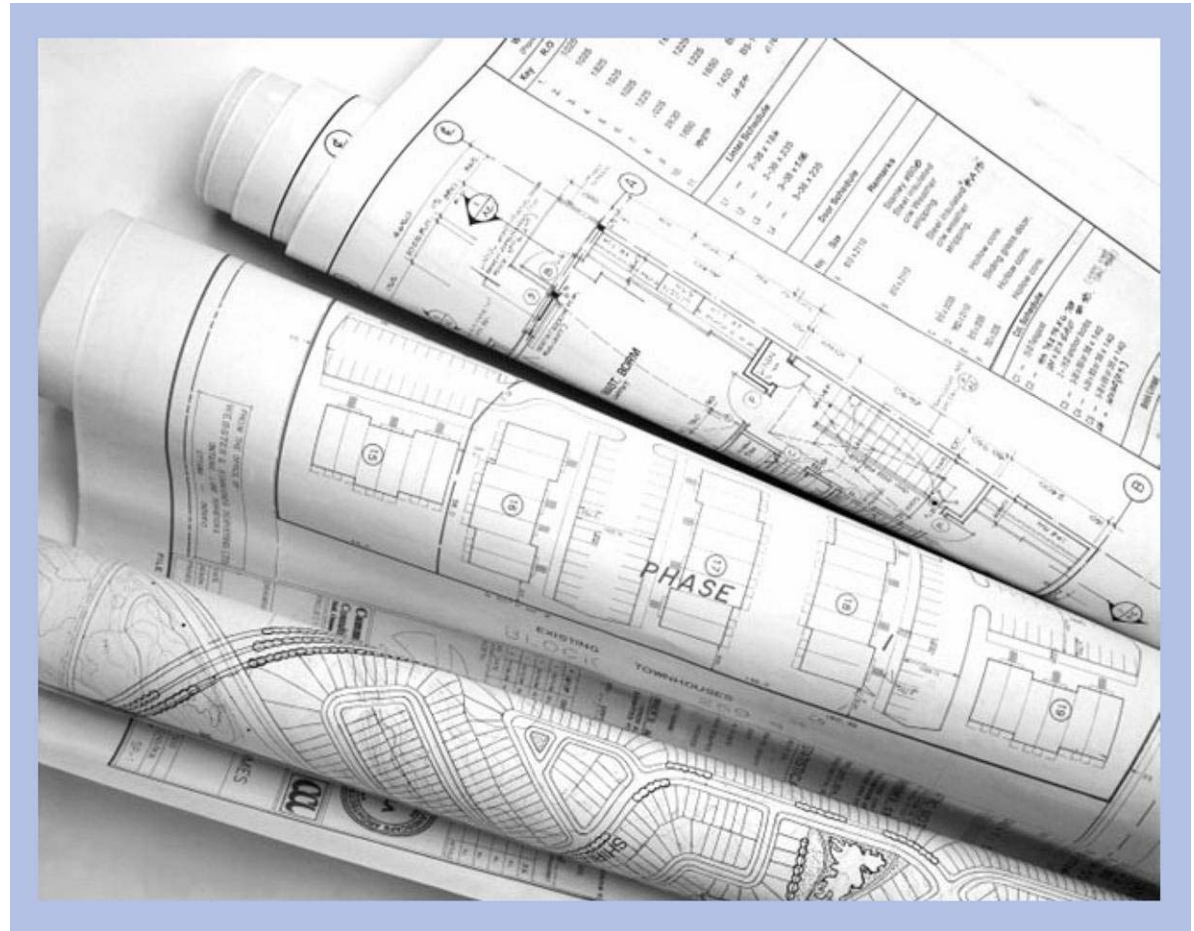
- ▶ Utilize data standards to develop “clean to” target
- ▶ Communicate and educate
  - FAMS User Group – Implementation Issues
  - Engineering Advisory Team - Direction
  - Headquarters - Policy







# BUSINESS PLAN







# Rule #4 *Business Process Analysis*

- Allow the necessary time for reengineering
- Don't automate the cow paths
- Automate entire business process not just the data





# Rule #4 *Business Process Analysis*

## ● Challenge

- ▶ Organizational culture
- ▶ Consensus

## ● Tip

- ▶ Identify key asset management data for all users
- ▶ Utilize consistent methodology integrated with business initiatives
- ▶ Assign decision maker







## **Rule #5    *Maximize COTS***

- Customization is expensive
- Business adopt COTS work flow process
- Phase implementation to alleviate “culture shock”







# Rule #5 *Maximize COTS*

## ● Challenge

- ▶ Pressure to customize the COTS - Everyone is different!

## ● Tip

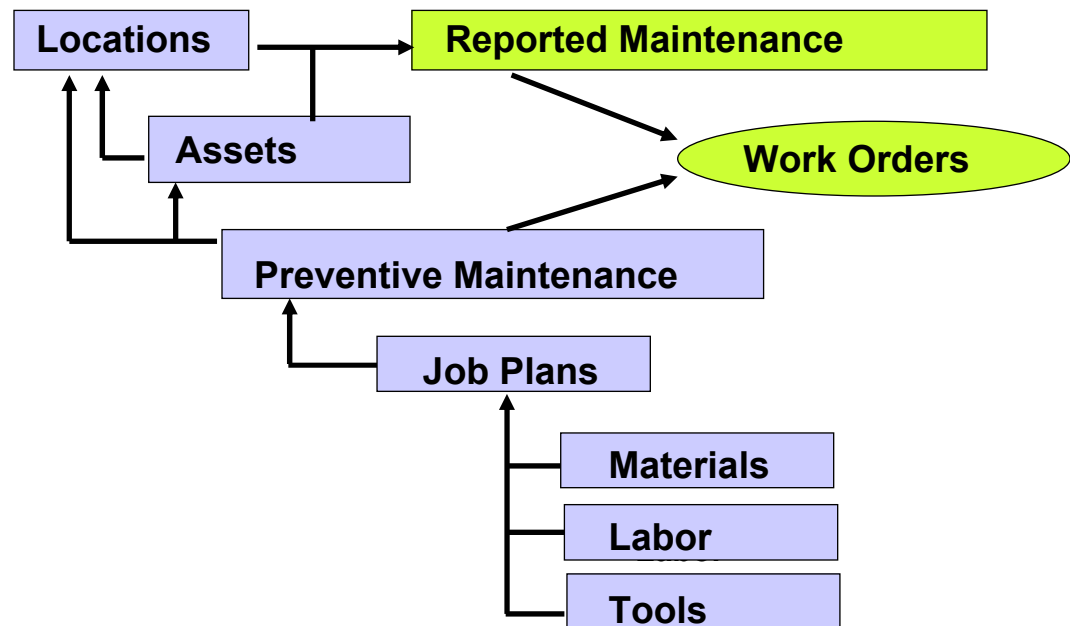
- ▶ Pilot COTS
- ▶ Develop standards – National, State, Field optional
- ▶ Project Management Control Board
  - ✦ Cost/Benefit analyses
  - ✦ Don't turn on functionality just because its there
- ▶ Assign decision maker





## Rule #6 *Storyboarding*

- Storyboard the COTS workflow process for correct translation to business process
- Power Point is cheap and easy education tool





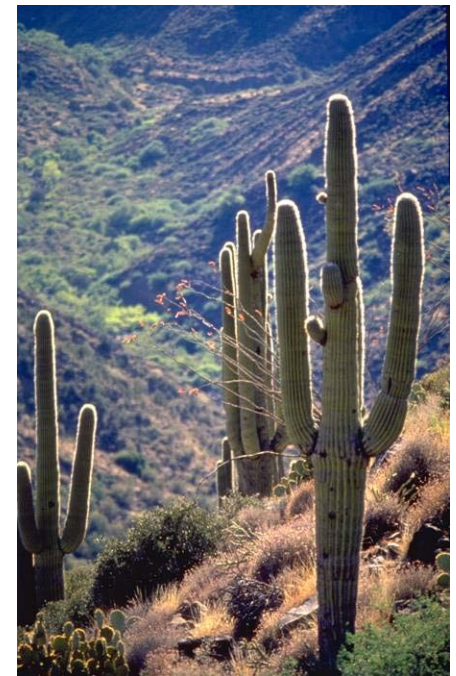
# Rule #6 *Storyboarding*

## ● Challenge

- ▶ Communication between IT and SME
- ▶ “*Understood*” versus “*Actual*” Business Rules

## ● Tip

- ▶ Iterative feedback process
- ▶ A “picture says a thousand words”
- ▶ Get the message out – see Rule #7







# Rule #7 *Communication*

## ● **Constantly communicate with users**

- ▶ Feedback throughout process
- ▶ Walkthroughs
- ▶ Storyboard
- ▶ Beta Release
- ▶ Testing
- ▶ Training



## ● **You can never do too much!!!**





# Rule #7 *Communication*

## ● Challenge

- ▶ IT & Business must learn both worlds
- ▶ Know your customer

## ● Tip

- ▶ Make communication #1 priority – User's Group
- ▶ Train constituency and support learning process
- ▶ Reach all levels of the organization



*Training Doesn't Mandate Change, It Only Offers the Opportunity*





## Rule #8 *Track Projects*

- Scope
- Schedule
- Budget

*Quality*

***Pick  
Any  
Two!***

*Time*

*\$\$\$*





# Rule #8 *Track Projects*

## ● Challenge

- ▶ Scope Creep / Schedule Compression / Over-Budget

## ● Tip

- ▶ Implement Structured Process (see rule #2)
- ▶ Performance Metrics Internal
  - Schedule/Milestones
  - User Satisfaction/Functionality
  - Data Accuracy/Consistency
- ▶ Performance Metrics External
  - Bureau and Departmental Reporting Standards
  - ITIB Requirements







## 8 Simple Rules

- Rule #1 Defining the Scope
- Rule #2 Structured Process
- Rule #3 Data Quality/Conversion
- Rule #4 Business Process Analysis
- Rule #5 Maximize COTS
- Rule #6 Storyboarding
- Rule #7 Communication
- Rule #8 Track Projects





# Summary

- “*Stewardship Strategy*” - consistent and integrated **plan**
- Facility Asset Management System
  - ▶ Integrating platform for BLM asset management
- Clear Business Rules - Lynch-pin to the process
- Constant and clear communication
  - ▶ Key to user buy-in, acceptance and understanding
- Training is an on-going process, not a one-time event

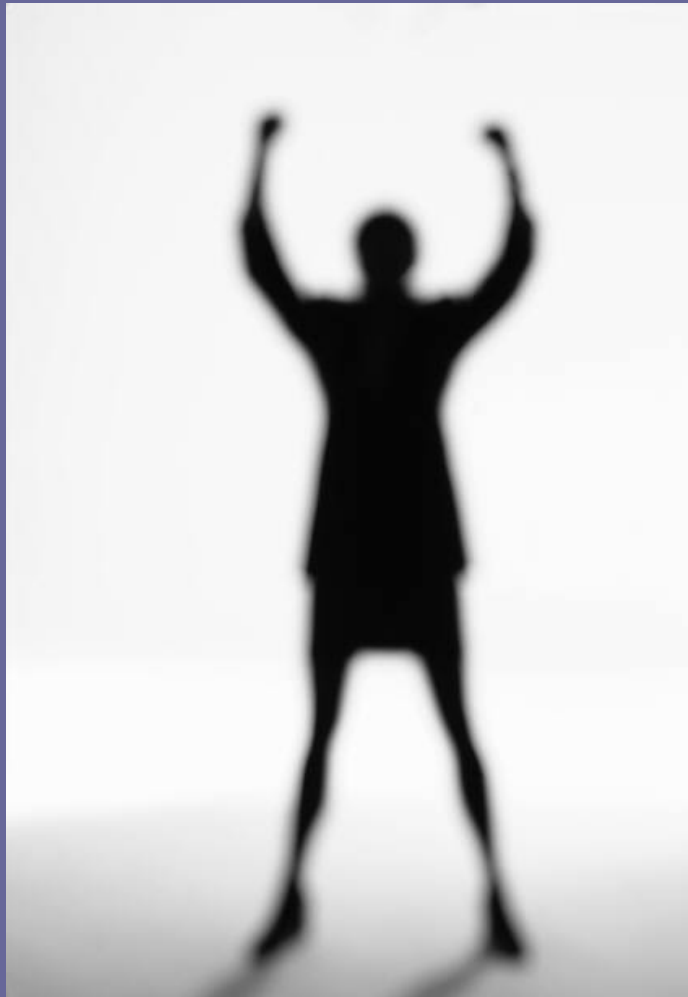


*Reasonable, Consistent, and Auditable*





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